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Parts I and II
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AFSC 34MX

SERVICES



**OFFICER CAREER FIELD EDUCATION
AND TRAINING PLAN**

BY ORDER OF THE
SECRETARY OF THE
AIR FORCE

AFSC 34MX CAREER FIELD EDUCATION
AND TRAINING PLAN (CFETP)

SERVICES SPECIALTY
AFSC 34MX

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SERVICES

AFSC 34MX

OFFICER CAREER FIELD EDUCATION AND TRAINING PLAN

PART I

PREFACE

1. This Officer Career Field Education and Training Plan (CFETP) is a comprehensive education and training document that identifies life-cycle education/training requirements, training support resources, and minimum requirements for Officers in the Services Career Field.
2. The CFETP consists of two parts used by supervisors to plan and manage education and training.
 - 2.1 Part 1, provides information necessary for overall management of the Services Officer Career Field.
 - 2.1.1 **Section A, General Information**, explains how everyone will use the plan.
 - 2.1.2 **Section B, Career Field Progression and Information**, identifies career field progression, duties and responsibilities, and education and training strategy.
 - 2.1.3 **Section C, Course Definitions** outlines objectives and content of each course.
 - 2.1.4 **Section D, Resource Constraints** provides examples of resource constraints such as funds, manpower, equipment, and facilities.
 - 2.2 Part II includes the following:
 - 2.2.1 **Section A, Course Training Standard** identifies the Course Training Standard (CTS), technical references to support training, Air Education and Training Command (AETC) conducted training, and correspondence course requirements.
 - 2.2.2 **Section B, Training Course Index**, identifies a training course index supervisors can use to determine resources available to support training. Included are both mandatory and optional courses.
 - 2.2.3 **Section C, Support Materials**, identifies references and other support materials.

2.2.4 **Section D, MAJCOM Unique Requirements**, will include any requirements unique for a specific major command. MAJCOM Functional Managers (MFM) will ensure their education and training requirements are met so supervisors can determine additional training required for associated qualification needs.

3. Using guidance provided in the CFETP will ensure individuals in the Services Career Field receive effective and efficient education and training at appropriate points in their career. At unit level, supervisors and trainers will use Part II to identify, plan and conduct education and training commensurate with the overall goals of this plan.

ABBREVIATIONS/TERMS EXPLAINED

Air Force Career Field Manager (AFCFM) - determines training needs and requirements, approves and disapproves individual requests for waivers of mandatory training requirements for their respective specialty.

Air Force Specialty (AFS) – basic grouping of positions requiring similar skills and qualifications.

Air Force Specialty Code (AFSC) – a combination of numbers and alpha characters used to identify an AFS.

Career Field Education and Training Plan (CFETP) - a comprehensive, multipurpose document that encapsulates the entire spectrum of career field education and training. It outlines a logical growth path, identifies resources, eliminates duplication, and makes education and training identifiable and budgets defensible.

Course Training Standard (CTS) - a specialized publication, which identifies the training standard, required at each skill level within an officer Air Force specialty. It standardizes and controls the quality of individual training.

Deployment Management System (DeMS) – wing initiated deployment data base used to track readiness, ancillary and recurring training.

Education and Training Review Committee (ETRC) - makes policy recommendations to the Air Staff, directs studies, reviews new and existing programs, and assesses the effectiveness of actions and programs related to education, training, and career development of Services personnel. Its chair is Headquarters, United States Air Force Chief of Plans and Force Management (HQ USAF/ILVR), and is comprised of members from MAJCOM SVXs, ANGRC/SVX, HQ AFSVA/SVOR, and Reserve Advisor to AFSVA/CC.

Education and Training Working Groups (ETWG) - comprised of the same personnel as a U&TW, however ETWGs are more intimately involved in education and training development and the range of issues are greater than is normal in the U&TW forum.

Initial Skills Education and Training - a formal school course that is required for award of the qualified Air Force specialty code.

Intermediate Service School (ISS) - such as Air Command and Staff College.

MAJCOM Functional Manager (MFM) - manages the career field training programs within their area of responsibility.

On-the-Job Training (OJT) - a delivery method used to certify personnel in both upgrade (skill level award) and job qualification (duty position certification) training. It is hands-on, over-the-shoulder training conducted at the duty location.

Qualification Training (QT) - actual hands-on task performance training designed to qualify an officer in a specific duty position. This training program occurs both during and after the upgrade training process. It is designed to provide the performance skills/knowledge training required to do the job.

Resource Constraints - resource deficiencies, such as money, facilities, time, manpower, and equipment that preclude desired training from being delivered.

Senior Service School (SSS) - such as Air War College.

Squadron Officer College – includes the Aerospace Basic course and Squadron Officer School.

Aerospace Basic Course (ABC) – a course whose mission is to inspire new USAF officers to comprehend their roles as airmen who understand and live by USAF core values, articulate and demonstrate USAF core competencies, and dedicate themselves as warriors in the world's most respected aerospace force. Audience is new officer accessions.

Squadron Officer School (SOS) – a course whose mission is to develop dynamic leaders rededicated to the profession of arms. Audience is captains with four to seven years of service.

Status of Resources and Training System (SORTS) - a Joint Chiefs of Staff-controlled, automated data system primarily created to provide the National Command Authority and Joint Chiefs of Staff with authoritative identification, location, and resource information. It is used throughout the chain of command to measure the daily resource status of operating forces.

Training Education Automated Management System (TEAMS) – the automated system for documenting training of personnel assigned to Services squadrons or divisions.

Upgrade Training (UGT) - training that leads to the award of a higher skill level in an Air Force specialty code.

Utilization and Training Workshop (U&TW) - a forum of Services personnel representing MAJCOMs, Air Force Specialty Code (AFSC), subject matter experts (SME), and AETC education and training personnel who determine career ladder training requirements.

Work Qualification Training Package (WQTP) - instructional package designed for use at the unit. It may be printed, computer-based, or in other audiovisual media.

SECTION A - GENERAL INFORMATION

1. Purpose. This CFETP provides information necessary for career field managers, training management, supervisors, and trainers to plan, develop, manage, and conduct an effective and efficient career field education and training program. This plan outlines the education and training individuals in AFSC 34MX should receive in order to develop and progress throughout their career. For purposes of this plan, education and training is divided into entry level or initial skills, advanced, and leadership education and training. Initial skills education and training is the AFS specific education and training an individual receives upon entry into the Air Force (or crossflows into the career field) for award of the 34M1 AFSC. This training is conducted by AETC at the Air Force Institute of Technology, Civil Engineer and Services School. Advanced and leadership education and training identifies the mandatory courses, qualification requirements, and educational requirements to increase the skills of the qualified (34M3) or staff (34M4) level beyond the minimum required for upgrade. All continuing education and training courses for the 34MX AFSC are provided by the Air Force Institute of Technology (Civil Engineer and Services School) at Wright Patterson AFB, Ohio or the Air Force Services Agency (AFSVA) in San Antonio, Texas. Activity Manager education and training is conducted by the Services Academy at Lackland AFB (344 TRS). Officers should contact their squadron and MAJCOM Training Managers when they require activity manager education. The CFETP:

1.1 Serves as a management tool to plan, manage, conduct, and evaluate a career field education and training program. It is used to ensure that established education and training is provided at the appropriate point in an individual's career.

1.2 Identifies education and training requirements for each skill level and recommends education and training throughout each phase of an individual's career.

1.3 Lists courses available and identifies sources of education and training.

1.4 Identifies major resource constraints which impact implementation of the desired career field education and training program.

2. Use. The plan will be used by MFMs and supervisors at all levels to ensure a comprehensive education and training program is available for each individual.

2.1 AFIT, AETC, and AFSVA education and training personnel will develop/revise formal resident, non-resident, and exportable courses based on requirements identified by users and documented in Part II of the CFETP.

2.2 MFMs will ensure their education and training programs compliment those courses identified as mandatory in this CFETP. Other identified requirements can be satisfied by OJT, resident education and training, contract training, or exportable courses. MAJCOM-developed training to support this AFSC must be identified/approved for inclusion into the plan.

2.3 Each individual will complete the mandatory education and training requirements specified in this plan. The list of courses in Part II is used as a reference to support education and training. Documentation of readiness education and training is mandatory through the use of TEAMS or DEMS, IAW established guidance.

3. Coordination and Approval. The AFCFM is the approval authority. MAJCOM representatives, AETC, AFIT, and AFSVA education and training personnel will identify and coordinate on career field education and training requirements. The AFCFM will review this document with the MAJCOMs, AFIT, and AFSVA annually to ensure accuracy.

SECTION B - CAREER FIELD PROGRESSION AND INFORMATION

1. Services Officer Specialty Description:

1.1 Specialty Summary. Leads Services activities. Develops and implements plans, programs, and policies for operation and oversight of food service, lodging, fitness, mortuary, recreation, child development, and leisure functions. Leads and trains Prime Readiness in Base Services (RIBS) in worldwide deployments in response to national contingencies and military operations other than war. Sustains personnel readiness and mission effectiveness by providing high quality services for active duty, Air Reserve Component, DoD civilians and family members at bases around the globe during peacetime and war. Related DoD Occupational Group: 8G.

1.2 Duties and Responsibilities.

1.2.1 Directly supervises squadron, flight and activity level operations. Supervises operations with an emphasis on field training and mobility readiness. Deploys as leader for Prime RIBS teams for real world contingencies and exercises. Focus is on food service, lodging, fitness, mortuary, field exchanges, field laundry and recreation and leisure activities for both peace and wartime operations. Develops skills in appropriated fund (APF) and nonappropriated fund (NAF) financial management, military and civilian personnel policies, contract oversight, standards, and facility operation. Responsible to commanders for successful completion of tasks at home station and deployed locations.

1.2.2 Develops and distributes plans and policies. Establishes plans and policies for field units on resources, program operation, personnel and facilities. Monitors operations for compliance with policies and standards. Tracks financial results, provides financial oversight and ensures adequate internal controls. Maintains liaison with other commands, other services and DoD agencies.

1.2.3 Leads field organizations. Leads a team of military, APF and NAF civilian employees plus serves as liaison to the Defense Commissary Agency and the Army and Air Force Exchange Service. Determines resource allocation--people, money, facilities and equipment to accomplish organizational taskings. Supervises the operation of programs, facilities and services. Balances resources and requirements that provide customer driven programs. Monitors and budgets for maintenance, repair, upgrade, and replacement of facilities and equipment. Coordinates with HQ AF, MAJCOM, wing, group, and squadron agencies to ensure completion of mission requirements. Develops long-range plans.

2. Skill/Career Progression. Adequate education and training and timely progression from entry to qualified level play an important role in the Air Force's ability to accomplish its mission. Everyone involved in education and training must do their part to plan, manage, and conduct an effective program.

2.1 Entry (34M1) Level. Complete SVS 101, Services Initial Skills Education. The Initial Skills Course includes formal field training. Undergraduate academic specialization is desirable in hospitality, restaurant and hotel management, business administration, management, finance, accounting, public administration, fitness or recreation management. Field Grade cross flows will complete SVS 400, Services Leadership Course, SVS 462, Mortuary Affairs Course, and SVS 485, Services Readiness Course in lieu of SVS 101.

2.2 Qualified (34M3) Level. A minimum of 24 months of satisfactory performance in Services assignments is mandatory for upgrade to three-level. Completion of SVS 101 is mandatory for new second lieutenant accessions and company grade cross flows.

2.3 Staff (34M4) Level. Must be appointed to a staff position at the MAJCOM, Numbered Air Force, Field Operating Agency (Air Force Services Agency), or the Air Staff.

3. Career Field Path.

3.1 The Services officer career path is illustrated at Figure 1. Cross-flow officers are important to the career field. These officers should review the career path with their supervisor to determine how their prior professional development can be best integrated into the career path for core Services officers.

3.2 Broad experience as an activity manager and flight chief in at least two different areas are the key building blocks necessary to successfully lead a squadron. Commanders should develop a plan to ensure new accessions are properly trained through a rotation to various areas upon assignment to the squadron. Reassignment to a deputy and appropriate headquarters staff position is recommended to gain additional knowledge needed to command. The combination of this building-block approach with appropriate professional continuing education courses and PME will posture Services officers to be successful Services Squadron Commanders.

3.3 Standardized duty titles in Services include:

3.3.1 Commander, Services Squadron reserved for the squadron commander

3.3.2 Deputy Chief of Services for military deputies to a civilian division chief

3.3.3 Commander, Services Flight for ANG flight commanders earning a "C" prefix.

3.3.4 Commander, "Name" Flight for officers in charge of a flight.

3.3.5 Chief, “Name” for activities/functions below the flight level. Do not use organization designations like Chief, XYZ Branch.

3.3.6 For MAJCOM Staffs: Director of Services, Deputy Director of Services, Executive Officer, Chief, “Name” Division, Chief, “Name” Branch, Chief, “Name”. For activities below the branch level, do not use organizational designation like Chief, XYZ Section.

3.3.7 For positions not listed or indicated above, bases should contact MAJCOM/SVX for advice on what duty title should be used.

34MX Career Path

(Core Officers)

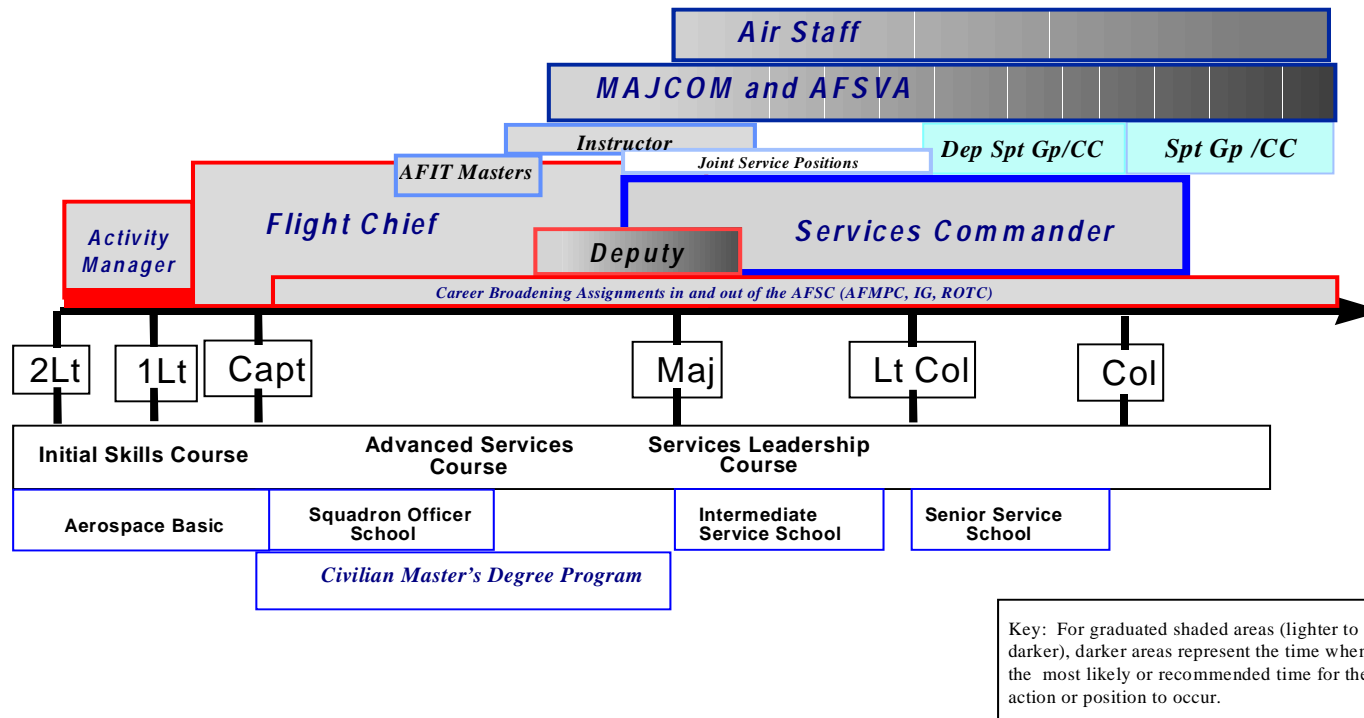


Figure 1

Section C - Course Definitions:

1. Initial Services Skills Course (SVS 101): This course is mandatory for all company grade officer accessions and cross flows into the Services career field within six months of assignment. The course provides basic skills, knowledge and education on all areas of the Services organization. The course is divided into three blocks. The first covers management concepts to include Appropriated Fund (APF) and Nonappropriated Fund (NAF) management, marketing, customer service, food service and lodging. The second block (SVS 462) provides education and training in mortuary affairs. The third block provides SVS 485 certification covering such topics as Prime Readiness in Base Services (RIBS team composition, concept of operations, mobility/deployment, beddown planning, Harvest Eagle/Falcon bare base assets, field lodging, contingency recreation and fitness, field food service, contingency laundry support and field exchange). The final week of this block includes formal field training. Graduates meet SORTS reporting requirements.

2. Services Leadership Course (SVS 400): This course is required for field grade officers and civilian equivalents upon assignment to the deputy, director, or commander level. Content includes resource management, flight programs, ethical dilemmas, APF and NAF personnel management, services standards, team leadership, Air Reserve Component (ARC) perspective, readiness, and support group commander perspective, as well as other pertinent topics. For field grade cross-flows, this is the initial skills course and is required within six months of assignment. Field Grade cross-flows must also take SVS 485, Services Readiness Course and SVS 462, Mortuary Affairs Course in residence.

3. Advanced Services Course (SVS 410): This course is primarily for officers in the grade of Captain and civilian equivalents holding flight commander/chief positions. For officers this course is mandatory between 4 - 10 years of commissioned service. Officers should not take this course within two years of completing SVS 101. Exceptions to the normal educational progression outlined in Figure 1 will be forwarded by the MAJCOM training manager to AFIT/CES for consideration.

3.1 The first block of each SVS 410 course consists of core Services management concepts, to include NAF/APF financial management, NAF/APF personnel administration, marketing, customer service, contracting, facility management, career management, standards and leadership. These core topics are tailored to include examples and topics pertaining to the specific flight represented.

3.2 The second block of each SVS 410 course focuses on functional areas for a specific flight. Guest speakers and subject matter experts will teach many of the lessons. Group work, case studies, field trips, and computer application supplements traditional teaching methods. The following are functional descriptions for each flight:

3.2.1 Combat Support Flight: Topics include lodging, food service, fitness, library, readiness, and mortuary operations.

3.2.2 Resource Management Flight: Topics include budgeting, financial statements, internal controls, cash controls, computer applications, property and inventory management, private organizations, and construction.

3.2.3 Community/Business Support Flight: Topics include skills development, outdoor recreation, rod and gun, officer and enlisted clubs, bowling, golf, aero clubs, veterinary clinic, and food operations.

3.2.4 Family Member Programs Flight: Topics include child development centers, youth programs, community centers, family child care, and school age programs.

4. **Mortuary Affairs Course – Correspondence (SVS 461):** .The course provides Services personnel with the technical aspects of mortuary affairs. The course includes the key elements of the mortuary affairs program, such as care and disposition of the deceased, communications, search and recovery, critical incident stress, entitlements and eligibility criteria, escort and transportation of remains, summary courts officer duties, and case management.

5. **Mortuary Affairs Course – Resident (SVS 462):** This course is mandatory for all primary and alternate installation mortuary officers. The course provides Services personnel with the technical aspects of mortuary affairs. Topics include procedures for care and disposition of deceased, communications with next-of-kin and higher headquarters, escort and transportation of remains, entitlements and eligibility criteria, search and recovery operations, critical incident stress, mortuary contracts, honor guard, and summary courts officers' duties.

6. **Services Readiness Course (SVS 485):** *(formerly the Combat Support Course)*: This course is mandatory for all cross-flow field grade officers within one year of assignment to obtain AFS upgrade. Course provides field grade Services officers and civilians (GS-7 and higher) education and hands-on application of the Services wartime/contingency missions and bare base planning requirements. Topics covered include Prime RIBS team composition, concept of operations, mobility/deployment, beddown planning, Harvest Eagle/Falcon bare base assets, field lodging, contingency recreation and fitness, field foodservice, contingency laundry support, field exchange, and wartime mass casualty/mortuary affairs.

SECTION D - RESOURCE CONSTRAINTS

1. **Purpose.** This section identifies known resource constraints which preclude optimal education and training from being developed or conducted.
2. **Education and Training Constraints:** None at this time.

Part II

SECTION A - COURSE TRAINING STANDARD

1. Purpose.

1.1 Learning Objectives. Students will demonstrate desired learning outcomes contained in Appendix A.

1.2 Completion. Course completion is required for attaining the entry level AFS. For crossflows, the officer attends the Services management course peculiar to the level of entry. Company grade officers attend the initial skills course; field grade officers attend the Services Leadership Course.

2. Documentation. Training completion may be documented and certified in TEAMs.

2.1 Documentation of readiness training in TEAMs or DEMS is mandatory.

3. Qualitative Requirements. Each student will comprehend the mission, organization, and operation of an Air Force Services (SV) squadron and its interface with other base-level and headquarters activities.

4. Qualification Training Requirements. Completion of the appropriate learning objectives (Appendix A).

5. Proficiency Designation Table. N/A

BY ORDER OF THE SECRETARY OF THE AIR FORCE

OFFICIAL

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Chief of Staff

_____, Colonel, USAF
Director of Information Management

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SECTION B - TRAINING COURSE INDEX

1. Purpose. This section of the CFETP identifies available education and development courses.

2. Air Force In-Residence Courses

2.1 Refer to AFCAT 36-2223, USAF Formal Schools, for information on all courses listed on this index.

2.2 Entry Level Awarding Course

<u>COURSE NUMBER</u>	<u>COURSE NAME</u>	<u>LOCATION</u>	<u>USER</u>
AFIT SVS 101	Initial Skills Course	Wright Patterson AFB	AF

2.3 Advanced Skills Courses

<u>COURSE NUMBER</u>	<u>COURSE NAME</u>	<u>LOCATION</u>	<u>USER</u>
L3OZR34M3-001	Activity Managers Course	Lackland AFB	AF
AFIT SVS 410	Advanced Services Course	Wright Patterson AFB	AF
AFIT SVS 400	Leadership Course	Wright Patterson AFB	AF
AFIT SVS 461	Mortuary Affairs (Correspondence)	Wright-Patterson AFB	AF
AFIT SVS 462	Mortuary Affairs	Wright Patterson AFB	AF
AFIT SVS 485	Readiness Course	Wright-Patterson AFB	AF
NONE	Services Combat Training	AFSVA approved sites	AF

SECTION C - SUPPORT MATERIALS

Note: There are no requirements for support materials to be included in this publication.

SECTION D - MAJCOM UNIQUE REQUIREMENTS

Note: There are no MAJCOM unique requirements.

APPENDIX A, COURSE OBJECTIVES

1. Services Initial Skills Course, SVS 101

- 1.1 Services Mission and Organization: Each student will summarize the Services mission and relate it to the Air Force mission. (COMPREHENSION)
 - a) Describe the Air Force Services organizational structure
 - b) Outline the structure of each flight
 - c) Relate the importance of the Services mission to the Air Force
- 1.2 Customer Service: Each student will describe effective techniques for providing quality customer service. (COMPREHENSION)
 - a) Define the terms, “internal customer”, “external customer”, and “customer service”
 - b) Describe customer service measurement techniques
 - c) Describe techniques in creating a service culture
 - d) Relate learned techniques to the services squadron/division
- 1.2 Marketing: Each student will summarize the concepts of the Services marketing and publicity functions. (COMPREHENSION)
 - a) Explain the benefit of cross-marketing within the Services squadron
 - b) Describe basic marketing concepts
 - c) Prepare an activity marketing study
 - d) Explain the marketing tools available to services and their benefits
 - e) Identify procedures for solicited and unsolicited sponsorship
- 1.4 Planning: Each student will be able to explain the use of planning as it relates to Services. (KNOWLEDGE)
 - a) Describe short and long range services plans
 - b) Describe how inputs are made to these plans
- 1.5 Resource Management Program: Each student will explain the principles of the resource management systems. (COMPREHENSION)
 - a) Identify the mission of the Resource Management Flight
 - b) Explain the NAF financial management/approval process
 - i) Interpret NAF financial statements
 - ii) Give examples of how NAF income and expense and requirements budgets interrelate with financial goals
 - iii) Predict possible reasons for different financial outcomes

- iv) Compute financial ratios and percentages
 - v) Summarize equipment planning and maintenance requirements
- c) Summarize the APF financial management and approval process.
 - i) Identify APF funding categories and support requirements
 - ii) Explain the financial plan development process
 - iii) Describe processes to identify and execute funding requirements
 - iv) Explain end-of-year funding processes
 - v) Summarize equipment planning and maintenance requirements
- d) Explain basic contracting procedures (NAF and APF).
 - i) Describe the APF & NAF contracting processes
 - a) Identify requirements to obtain goods and services through the APF & NAF procurement systems
 - b) Generalize QAE requirements associated with Services contracts
- e) Explain APF/NAF facility management and improvement program.
 - i) Describe APF/NAF construction project processes and funding requirements
 - ii) Explain the various levels of responsibility for the construction and upgrade program
 - iii) Explain civil engineering relationship to facility maintenance and capital improvement programs
- 1.6 Services Awards: Each student will explain the importance of recognition and awards programs. (COMPREHENSION)
 - a) Explain the importance of base level recognition
 - b) Explain the importance of Services Awards and incentive programs
- 1.7 Environmental Issues: Each student will explain the impact of operations relative to environmental issues. (COMPREHENSION)
 - a) Identify potential hazards of Services operations that impact the environment
 - b) Identify appropriate points of contact and how to prevent problems
- 1.8 Ethics: Each student will summarize ethical issues. (COMPREHENSION)
 - a) Give examples of personal responsibilities to act ethically
 - b) Explain how ethical dilemmas affect services officers
 - c) Explain Core Values
- 1.9 Management Information Systems: Each student will identify the Services management information systems and their capabilities. (KNOWLEDGE)

- 1.10 Team Building: Each student will demonstrate how to work effectively as a team. (APPLICATION)
- a) State the benefit of developing a team attitude within the SV squadron
 - b) Take actions to develop a team
 - c) Describe behavioral traits associated with teams
- 1.11 Services Standards: Each student will identify services standards and how they apply to the unit. (KNOWLEDGE)
- 1.12 Manpower: Each student will paraphrase the AF manpower process. (COMPREHENSION)
- a) Explain the UMD listing
 - b) Describe how manpower standards are applied
 - c) Identify manpower sources
- 1.13 ARC Forces Perspective: Each student will summarize the ARC contribution to the Services mission requirements. (KNOWLEDGE)
- 1.14 APF and NAF Personnel Management: Each student will explain the APF and NAF personnel systems. (COMPREHENSION)
- a) Identify the difference between the APF and NAF personnel systems
 - b) Give examples of the staffing process
 - c) Summarize the employee appraisal, disciplinary and grievance processes
 - d) Describe methods to deal with personnel challenges and predict outcomes
 - e) Explain how to develop good communication techniques to deal with employees
- 1.15 Officer Career Management: Each student will explain the officer career force structure and its relationships to the Services mission. (COMPREHENSION)
- a) Describe assignment process
 - b) Describe career progression
- 1.16 Enlisted Career Management: Each student will explain the enlisted career force structure and its relationships to the Services mission. (COMPREHENSION)
- a) Describe the enlisted assignment process
 - b) Describe services enlisted career progression requirements
- 1.17 Fitness & Sports: Each student will explain the importance of the fitness and sports

program and its relationship to the mission. (COMPREHENSION)

- a) Identify core fitness/sports programs
- b) Identify fitness/sports programs management operation
- c) Explain the importance of fitness and sports to readiness
- d) Describe the relationship between fitness and wellness

1.18 Food Service Program: Each student will explain food service management operations. (COMPREHENSION)

- a) Explain the APF Food Service mission
- b) Summarize food service management functions
- c) Understand food service accounting principles and how they affect the operation
- d) Describe the basic requirements of a food service contract
- e) Describe proper sanitation requirements and relationships with other base agencies

1.19 Lodging Program: Each student will explain lodging management operations. (COMPREHENSION)

- a) Explain lodging mission
- b) Summarize lodging management functions to include training, customer service, quality control and marketing
- c) Explain requirements of housekeeping operations
- d) Explain requirements of logistics operations to include supply and sundries
- e) Summarize financial management processes (APF/NAF)
- f) Explain requirements of front desk operations

1.20 Identify the mission of the Family Member Support Flight. (KNOWLEDGE)

- a) Identify flight issues
- b) Discuss management operations for the flight

1.21 Identify the mission of the Business Support Flight. (KNOWLEDGE)

- a) Identify issues of the flight
- b) Discuss management operations for the flight

1.22 Identify the mission of the Community Support Flight. (KNOWLEDGE)

- a) Identify issues of the flight
- b) Discuss management operations for the flight

- 1.23 Education and Training Program Management: Each student will summarize the Services Education and Training program. (COMPREHENSION)
- a) Describe the purpose of the Services CFETPs
 - b) Describe the standardized Services Training and Education Program (STEP)
 - c) Identify the requirements for Services training documentation
- 1.24 Mortuary Program Overview: Each student will comprehend and be able to explain the Air Force Mortuary Affairs Program. (COMPREHENSION)
- a) Explain the mortuary affairs program segments
 - b) Identify the governing directives for the Mortuary Affairs program
 - c) Identify the “key players” in the Mortuary Affairs arena
 - d) Explain the purpose of the Survivor Assistance Program
 - e) Define the criteria to become a mortuary officer
 - f) Explain the duties of a mortuary officer
 - g) Summarize the different types of mortuary contracts and how they are used
- 1.25 Psychological Aspects/Critical Incident Stress: Each student will understand the concept of death anxiety and critical incident stress as they relate to an Air Force mortuary officer. (COMPREHENSION)
- a) Explain the concept of death anxiety as related to Air Force mortuary duties
 - b) Summarize the critical attributes/characteristics related to death anxiety
 - c) Differentiate between examples/non-examples of normal anxieties mortuary officers may face
 - d) Describe ways of minimizing death anxiety
 - e) Define the term critical incident stress and understand its characteristics
 - f) Describe the Critical Incident Stress Debriefing process and its goal
- 1.26 Entitlements: Each student will comprehend and be able to apply the concepts of eligibility for entitlements and the various mortuary entitlements/benefits according to Air Force directives. (APPLICATION)
- a) Determine eligibility of deceased members for mortuary benefits/entitlements
 - b) Determine all mortuary entitlements/benefits allowed an eligible member per Air Force directives
 - c) Explain all mortuary entitlements/benefits
 - d) Differentiate between the various funding sources
- 1.27 Communications: Each student will understand and apply the key areas of effective communication with the next-of-kin (NOK), higher headquarters, and other base and/or local agencies during a mortuary case. (APPLICATION)

- a) Identify the key unit notifications, including mandatory message traffic
 - b) Demonstrate how to determine NOK, when to contact, how to contact and how to brief entitlements
 - c) Explain preparations necessary to properly brief NOK
 - d) Differentiate the CONUS vs. OCONUS procedures on NOK communication
 - e) Describe proper documentation during a mortuary case
- 1.28 Search and Recovery: Each student will comprehend the search and recovery operation process. (APPLICATION)
- a) Describe mortuary officer duties and responsibilities related to a search and recovery (S&R) operation preparation and actual execution
 - b) Describe necessary equipment for a S&R
 - c) Explain and demonstrate proper search and recovery procedures
 - d) Describe temporary morgue facility requirements
 - e) Define the Air Force identification policy
 - f) Describe crucial communications during a S&R operation
- 1.29 AFSVA/SVOM Overview: Each student will understand the Services Agency Mortuary Affairs division and its mission. (COMPREHENSION)
- a) Identify HQAFSVA/SVOM personnel and their function
 - b) Describe the various SVOM areas of responsibility
 - c) Understand/apply their “assistance to the field” role
- 1.30 Mass Fatality: Each student should understand the concept of a mass fatality operation. (COMPREHENSION)
- a) Understand mass fatality operational procedures
 - b) Describe possible expectations of a mass fatality event
- 1.31 Inspection of Remains: Each student will comprehend and be able to apply the tenets of remains preparation. (COMPREHENSION)
- a) Describe the important factors in remains preparation
 - b) Describe the proper procedure to wrap fragmented remains
- 1.32 Honor Guard: Each student will summarize the base-level responsibilities of maintaining and executing an Air Force honor guard program. (COMPREHENSION)
- a) Describe base-level honor guard responsibility to the mortuary affairs arena

- b) Define the mortuary officers responsibility related to honor guard, including manning and training
 - c) Describe honor guard authorized expenditures
 - d) Describe special recognition and incentive programs offered to honor guard units
- 1.33 Case File Administration: Each student will comprehend mortuary affairs case file administration. (COMPREHENSION)
- a) Describe mortuary case file management tools
 - b) Describe a mortuary case file and why it is needed
 - c) Describe the documents included in the case file and placement/order
 - d) Define the rules for retention and disposition of records
- 1.34 Summary Court Officer (SCO): Each student will describe the purpose and mission of a summary court officer. (COMPREHENSION)
- a) Define the duties and responsibilities of an SCO
 - b) Describe the desired characteristic of an SCO
 - c) Describe the mortuary officers' duties with regard to an SCO
- 1.35 Escort: Each student will describe the purpose and mission of an escort. (COMPREHENSION)
- a) Define the two types of escorts
 - b) Define the duties and responsibilities of an escort
 - c) Describe the selection criteria used to determine an escort
 - d) Describe the mortuary officers' duties with regard to escorts
- 1.36 Transportation & Travel: Each student will explain entitlements and eligibility for transportation and travel as they relate to Air Force Mortuary Affairs. (COMPREHENSION)
- a) Determine who is authorized transportation and travel entitlements
 - b) Describe what is authorized for each entitlement
 - c) Describe the various methods of shipment
 - d) Differentiate between CONUS vs. OCONUS transportation and travel entitlements and procedures
- 1.37 Contract Funeral Home: Each student will explain the base-level relationship between the Air Force and contract funeral homes. (COMPREHENSION)
- a) Describe the different areas within a funeral home

- b) Describe the process and challenges of working successfully with a contract funeral home to accomplish the required mortuary duties
 - c) Explain the importance of the contractor's adherence to standards in preparation of remains, facility appearance, casket delivery/appearance, and any NOK interactions.
- 1.38 Wartime/Contingency Mortuary: Each student will comprehend the Air Force wartime mortuary affairs program. (COMPREHENSION)
 - a) Describe the AEF concept as it relates to wartime mortuary operations
 - b) Identify mortuary officer responsibilities at deployed locations
- 1.39 Deployment Process: Each student will demonstrate the deployment planning process. (APPLICATION)
 - a) Summarize the AEF concept and how it applies to Services
 - b) Explain the Prime RIBS program and its relationship to readiness
 - c) Explain steps involved with the mobility process
 - d) Summarize aspects of pre-deployment planning
 - e) Explain the SORTS program and importance to deployment planning
 - f) Demonstrate deployment planning using Services wartime planning factors
 - g) Describe contingency contracting procedures
- 1.40 Field Operations: Each student will demonstrate Services field functions. (APPLICATION)
 - a) Explain the imprest fund and field exchange operations
 - b) Summarize contract field food service operation
 - c) Set-up and operate the field food service operation
 - d) Explain procedures for field lodging operations
 - e) Explain CE contingency operations
 - f) Summarize the relationship of RED HORSE and ARC forces in the field
 - g) Describe procedures involved with obtaining resources while deployed
 - h) Explain the set-up and operation of field laundry units
 - i) Explain field recreation and fitness programming
 - j) Demonstrate proper field sanitation practices
 - k) Summarize NAF inventory and accounting principles
 - l) Set-up and operate a field mortuary operation
- 1.41 Command and Control: Each student will demonstrate command and control procedures. (APPLICATION)
 - a) Practice command and control and their relationship to field operations

- 1.42 Contingency Environmental Issues: Each student will explain the impact of operations relative to environmental issues. (COMPREHENSION)
- a) Identify potential hazards of Services operations that impact the environment and possible solutions
 - b) Identify appropriate points of contact and how to prevent problems
- 1.43 Contingency Lessons Learned: Each student will relate the benefits of using lessons learned to contingency operations. (COMPREHENSION)
- a) Describe how to apply lessons learned to deployment and field operation scenarios

2 Services Leadership Course, SVS 400

- 2.1 Services Organization: Each student will explain the commander/division chief's role in managing squadron/division operations, and relate methods to successfully deal with special interest areas in each area. (COMPREHENSION)
- a) Summarize the mission and operation of the organization
 - b) Explain the commander/director's role in managing Services operations
 - c) Identify special interest areas within the organization
 - d) Describe methods to address special interest areas, and predict outcomes
- 2.2 Services Standards: Each student will demonstrate Services Golden Eagle standards to drive improved performance. (COMPREHENSION)
- a) Evaluate squadron performance against established standards and goals, and recommend corrective actions
- 2.3 Ethics: Each student will demonstrate methods to resolve ethical dilemmas. (COMPREHENSION)
- a) Give examples of ethical dilemmas and appropriate actions to take
 - b) Relate core values to Services situations
 - c) Explain methods to help resolve ethical dilemmas
- 2.4 Senior Leadership Perspective: Each student will summarize the Air Staff, Agency, or MAJCOM leadership's perspectives on current issues and initiatives in Services. (COMPREHENSION)
- 2.5 Services Management Information Systems and the Internet: Each student will

summarize the basic capabilities of Services software applications and the Internet, as well as other management tools available, and explain the commander's responsibility to maintain these systems. (COMPREHENSION)

2.6 APF and NAF Personnel Management: Each student will explain the APF and NAF personnel systems. (COMPREHENSION)

- a) Differentiate between the APF and NAF personnel systems
- b) Explain AF policies on managing diversity in the workplace and sexual harassment
- c) Explain employee recognition and incentive programs
- d) Explain the staffing process, including APF overhires
- e) Summarize employee performance management, disciplinary and grievance processes
- f) Explain strategies for maintaining an effective relationship with unions
- g) Describe methods to deal with personnel issues and predict outcomes
- h) Describe the Services Commander's role in APF and NAF personnel management

2.7 Customer Service: Each student will explain effective techniques for providing quality customer service. (COMPREHENSION)

- a) Explain how to apply quality service throughout the organization
- b) Explain how to use various techniques to create a service culture and expand customer base

2.8 Marketing: Each student will summarize the concepts of Services marketing as they apply to the flight. (COMPREHENSION)

- a) Review basic marketing concepts
- b) Explain the flight chief's role in the marketing process
- c) Explain the marketing tools available to services and their benefits
- d) Summarize procedures for solicited and unsolicited sponsorship
- e) Identify market trends and explain how to utilize them in establishing flight goals

2.9 Readiness: Each student will summarize components of the Services combat support mission. (COMPREHENSION)

- a) Use SORTS document to evaluate readiness capabilities
- b) Describe current Services readiness issues
- c) Explain Services role in the EAF/AEF concept
- d) Explain the Commander's/Director's/Deputy's role in Services readiness

2.10 Support Group Commanders Perspective: Each student will relate the Support Group commander's perspective to the Services mission. (KNOWLEDGE)

- 2.11 Education and Training Program Management: Each student will summarize the components of the Services Education and Training program. (COMPREHENSION)
- a) Identify the education and training tools and resources available for Services and explain their benefits
 - b) Explain the Commander/Director/Deputy and Training Manager's roles in squadron education and training management
- 2.12 Manpower process: Each student will explain the manpower process. (COMPREHENSION)
- a) Explain the UMD listing
 - b) Explain how to apply manpower standards and determine appropriate manning levels
 - c) Summarize how to advocate for manpower resources
- 2.13 Team and Leadership Dynamics: Each student will summarize critical management practices that minimize team problems and maximize team opportunities. (COMPREHENSION)
- a) Explain the characteristics and dynamics of successful teams
 - b) Identify management pitfalls to successful team leading and building
 - c) Explain teambuilding techniques the flight chief can use to improve flight performance
 - d) Describe the value of cooperative activities with other flights within the squadron
 - e) Describe behavioral traits associated with teams
- 2.14 ARC Forces Perspectives: Each student will summarize the ARC contribution to the Services mission requirements. (COMPREHENSION)
- a) Describe the IMA program
 - b) Explain how to obtain manpower support from the ARC Forces
- 2.15 Services Awards: Each student will explain importance of recognition and awards program. (COMPREHENSION)
- a) Summarize the Commander's/Director's/Deputy's role in managing the Services awards program
 - b) Explain the importance of base level recognition
 - c) Explain the importance of Services Awards and incentive programs
- 2.16 Enlisted Career Management: Each student will explain the enlisted career force structure and its relationships to the Services mission. (COMPREHENSION)
- a) Summarize the enlisted force requirements for career progression within Services

- b) Describe the commander's/Director's/Deputy's role in enlisted career management
- 2.17 Environmental Issues: Each student will explain the commander's responsibility in complying with environmental standards. (COMPREHENSION)
- a) Describe the functional areas within Services with significant potential liabilities concerning environmental compliance
 - b) Identify the commander's/Director's/Deputy's role in identifying and preventing environmental problems including the use of the HAZMART and how it applies to APF and NAF activities
 - c) Describe the notification procedures for environmental incidents
- 2.18 Resource Management Program: Each student will explain the principles of the resource management systems. (COMPREHENSION)
- a) Explain the NAF financial management structure
 - i) Interpret NAF financial statements and explain financial indicators
 - ii) Give examples of how financial goals effect NAF income and expense, and capital requirements budgets
 - iii) Predict possible reasons for different financial outcomes
 - iv) Compute financial ratios and percentages
 - v) Describe the purpose of the NAF Council and the commander's role in meeting requirements and maximizing results
 - vi) Explain the internal controls system
 - b) Explain basic contracting procedures.(NAF and APF).
 - i) Describe NAF contracting components and processes
 - ii) Identify requirements to obtain goods and services through the NAF procurement system
 - iii) Describe APF contracting components and processes
 - iv) Identify requirements to obtain goods and services through the APF procurement system
 - v) Generalize QAE requirements associated with Services contracts
 - c) Summarize the APF financial management structure.
 - i) Identify APF funding categories and support requirements
 - ii) Explain the financial plan development process
 - iii) Describe processes to identify and execute funding requirements
 - iv) Explain end-of-year funding processes and examples of successful strategies
 - d) Summarize equipment planning and maintenance requirements.
 - e) Explain the role of the NAFFA.

- 2.19 Construction Program Management: Each student will distinguish between the APF/NAF construction systems and explain how to employ them. (COMPREHENSION)
- a) Summarize the fundamentals of the Services construction program
 - b) Explain the planning, programming and funding process for Services facility projects (APF and NAF)
 - c) Identify key players and their roles
- 2.20 Flight Programs: Each student will explain the commander's role in leading flight operations. (COMPREHENSION)
- a) Summarize the mission and operation of the Combat Support Flight and special interest areas within the flight
 - b) Summarize the mission and operation of the Business Operations Flight and special interest areas within the flight
 - c) Summarize the mission and operation of the Family Member Programs Flight and special interest areas within the flight
 - d) Summarize the mission and operation of the Resource Management Flight and special interest areas within the flight
 - e) Summarize the mission and operation of the Community Support Flight and special interest areas within the flight
- 2.21 Officer Career Management: Each student will explain the officer career force structure and its relationships to the Services mission. (COMPREHENSION)
- a) Summarize officer force requirements for career progression within Services
 - b) Describe the commander's/director's/deputy's role in Services officer development
- 2.22 Civilian Career Management: Each student will explain the APF and NAF civilian career force structures and their relationships to the Services mission. (COMPREHENSION)
- a) Summarize civilian force requirements for career progression within Services
 - b) Describe the commander's/director's/Deputy's role in civilian career development
- 2.23 Services Partnering: Each student will explain the roles and functions of key support organizations such as CE, Comm, local community and etceteras, and the importance of effective partnering with these organizations. (COMPREHENSION)
- a) Explain the importance of Inter-Service Agreements, MOUs, MOAs, and other support agreements
 - b) Explain the Services liaison with AAFES and DeCA

3 Services Advanced Course Core Requirements, SVS 410

3.1 Resource management program: Each student will explain the principles of the resource management systems as they apply to the flight.

- a) Explain the NAF financial management and approval process (APPLICATION)
 - i) Review use of NAFs vs. APFs
 - ii) Interpret NAF financial statements
 - iii) Give examples of how financial goals relate to NAF income and expense and capital requirements budgets
 - iv) Explain financial indicators
 - v) Predict possible reasons for different financial outcomes
 - vi) Compute financial ratios and percentages
 - vii) Summarize NAF equipment planning and maintenance requirements
 - viii) Describe the flight chief's role in the NAF Council process
- b) Explain basic contracting procedures (NAF and APF) (COMPREHENSION)
 - i) Describe NAF and APF contracting processes
 - ii) Review requirements to obtain goods and services through the NAF and APF procurement systems
- c) Summarize the APF financial management and approval process (COMPREHENSION)
 - i) Review APF funding categories and support requirements
 - ii) Explain the financial plan development process
 - iii) Describe processes to identify and execute funding requirements
 - iv) Explain end-of-year funding processes
 - v) Explain strategies to maintain and increase APF resources
 - vi) Summarize APF equipment planning and maintenance requirements

3.2 APF and NAF Personnel Management: Each student will explain the APF and NAF personnel systems. (APPLICATION)

- a) Review employee recognition and incentive programs
- b) Review the staffing process
- c) Summarize employee performance management, disciplinary and grievance process
- d) Explain strategies for maintaining an effective relationship with unions
- e) Explain methods to deal with flight personnel issues and predict outcomes

3.3 Customer Service: Each student will explain effective techniques for providing quality customer service. (COMPREHENSION)

- a) Explain how to apply quality service throughout the organization

- b) Explain how to use various techniques to create a service culture and expand customer base
- 3.4 Internal Controls: Each student will explain how to manage internal controls as they apply to the flight. (COMPREHENSION)
- a) Describe internal controls that are used within the flight's activities
 - b) Describe actions to take when a problem is discovered through internal controls
 - c) Describe how risk management applies to the flight's activities
- 3.5 Facility Program Management: Each student will distinguish between the APF/NAF construction systems and explain in general how to employ them in the flight. (APPLICATION)
- a) Summarize the fundamentals of the Services construction program
 - b) Summarize the planning, programming and funding process for Services facility projects (APF/NAF)
 - c) Explain the facility improvement process
 - d) Prepare a basic construction or facility improvement project package
- 3.6 Management Information Systems: Each student will summarize the basic capabilities of the flight's information systems. (COMPREHENSION)
- 3.7 Marketing: Each student will summarize the concepts of Services marketing as they apply to the flight. (COMPREHENSION)
- a) Review basic marketing concepts
 - b) Explain the flight chief's role in the marketing process
 - c) Explain the marketing tools available to services and their benefits
 - d) Summarize procedures for solicited and unsolicited sponsorship
 - e) Identify market trends and explain how to utilize them in establishing flight goals
- 3.8 Ethics: Each student will describe methods to resolve ethical dilemmas. (COMPREHENSION)
- a) Give flight examples of ethical dilemmas and appropriate actions to take
 - b) Relate core values to flight situations
- 3.9 Services Standards: Each student will demonstrate Services standards to drive improved performance as they apply to the flight. (COMPREHENSION)
- a) Compare flight's performance to established standards and goals, and recommend corrective actions

- b) Give examples of outstanding operations in the Air Force and commercial businesses
 - c) Describe the resources needed to implement 'Best Practices' in the flight's activities
- 3.10 Senior Leadership Perspective: Each student will summarize the Air Staff, Agency, or MAJCOM leadership's perspectives on current issues and initiatives in Services.
(COMPREHENSION)
- 3.11 Civilian Career Management: Each student will explain APF and NAF civilian career management programs and the impact on the Services mission. (COMPREHENSION)
- a) Summarize the civilian career management programs affecting your flight
 - b) Explain career management program requirements
 - c) Describe the flight commander's/chief's role in civilian career development
- 3.12 Manpower process: Each student will explain the manpower process as applicable to the flight. (COMPREHENSION)
- a) Explain the UMD listing
 - b) Explain how to apply the manpower standards and determine appropriate manning Levels
 - c) Summarize how to advocate for manpower resources
- 3.13 Team and Leadership Dynamics: Each student will summarize critical management practices that minimize team problems and maximize team opportunities.
(COMPREHENSION)
- a) Explain the characteristics and dynamics of successful teams
 - b) Identify management pitfalls to successful team leading and building
 - c) Explain teambuilding techniques the flight chief can use to improve flight performance
 - d) Describe the value of cooperative activities with other flights within the squadron
- 3.14 Environmental Issues: Describe environmental issues as they apply to the flight.
(COMPREHENSION)
- a) Describe the areas within your flight with significant potential liabilities concerning environmental compliance
 - b) Identify the flight chief's role in identifying, preventing, and correcting environmental hazards
 - c) Describe the notification procedures for reporting environmental incidents
- 3.15 AEF: Explain current EAF/AEF total force concept and its effect on the Services and flight mission. (COMPRHENSION)

3.16 Competitive Sourcing and Privatization: Each student will summarize the effect, current and potential, of CS&P on the flight. (COMPREHENSION)

- a) Summarize the Services perspective on CS&P
- b) Summarize the impact CS&P has, and can have, on mission and operations

4 Services Advanced Course SVS 410-C, Combat Support

4.1 Combat Support Programs: Each student will explain the flight chief's role in managing flight operations, and relate methods to successfully deal with special interest areas in each activity. (COMPREHENSION)

- a) Summarize the mission and operation of the flight
- b) Explain the flight chief's role in managing flight operations
- c) Identify special interest areas within the flight
- d) Describe management methods to address special interest areas, and predict outcomes

4.2 Officer Career Management: Each student will summarize the Services officer career management program. (COMPREHENSION)

- a) Describe the Services officer assignment process
- b) Summarize officer force requirements for career progression within Services

4.3 Enlisted Career Management: Each student will explain the enlisted career force structure and its relationships to the Services mission. (COMPREHENSION)

- a) Summarize the enlisted force requirements for career progression within Services
- b) Describe the flight commander's/chief's role in enlisted career management

4.4 Fitness & Sports: Each student will explain fitness and sports program management and analyze management issues. (APPLICATION)

- a) Explain the Fitness and Sports Mission
- b) Review core and enhanced fitness/sports programs
- c) Summarize fitness/sports programs' management functions and issues
- d) Describe methods to deal with management issue and predict outcomes
- e) Summarize fitness APF and NAF financial management processes

4.5 APF Food Service: Each student will explain APF food service management operations and analyze management issues. (APPLICATION)

- a) Explain the APF Food Service mission
- b) Summarize food service management functions and issues

- c) Describe methods to deal with management issues and predict outcomes
 - d) Explain food service accounting principles and how they affect the operation
 - e) Describe the basic requirements of a food service contract and generalize QAE requirements
 - f) Describe proper sanitation requirements and identify possible sources of contamination
- 4.6 Lodging: Each student will explain lodging management operations and analyze management issues. (APPLICATION)
- a) Explain the lodging mission
 - b) Summarize lodging management functions and issues
 - c) Describe methods to deal with management issues and predict outcomes
 - d) Explain requirements of housekeeping operations
 - e) Explain requirements of logistics operations to include supply and sundries
 - f) Explain requirements of front desk operations
 - g) Summarize lodging APF and NAF financial management processes
- 4.7 Library: Each student will explain library management operations and analyze management issues. (APPLICATION)
- a) Explain the library mission
 - b) Summarize library management functions and issues
 - c) Describe methods to deal with management issues and predict outcomes
 - d) Explain library financial management processes
 - e) Describe library automation programs
 - f) Describe the basic requirements of a library contract and generalize QAE requirements
- 4.8 Plans and Readiness: Each student will explain Services plans and readiness operations and analyze management challenges. (APPLICATION)
- a) Identify readiness plans and describe how to provide input
 - b) Explain the Prime RIBS program
 - c) Summarize plans and readiness management functions and challenges
 - d) Describe methods to deal with management challenges and predict outcomes
- 4.9 Mortuary: Each student will relate current issues to the mortuary and honor guard programs. (APPLICATION)
- a) Relate the impact of current issues to the mortuary program
 - b) Relate the impact of current issues to the honor guard program

- 4.10 ARC Forces Perspectives: Each student will summarize the ARC contribution to the Services mission requirements. (COMPREHENSION)
- a) Describe the IMA program
 - b) Explain how to obtain ARC Forces manpower support
- 4.11 Education and Training Program Management: Each student will summarize the flight's education and training program. (COMPREHENSION)
- a) Explain the home station training program
 - b) Describe the enlisted CDC program
 - c) Identify the applicable education and training resources available and explain their benefits

5 Services Advanced Course SVS 410-R, Resource Management

- 5.1 Resource Management Flight: Each student will explain the RMFC's role and responsibilities in managing flight operations, and relate methods to successfully deal with special interest areas in each activity. (COMPREHENSION)
- a) Summarize the mission and operation of the flight
 - b) Explain the RMFC's role in managing flight operations
 - c) Identify special interest areas within the flight
 - d) Describe methods to deal with special interest areas, and predict outcomes
- 5.2 Resource Flight Operations: Each student shall explain the purpose and key processes of individual flight functions (Accounts Control, Funds Control, NAF Purchasing, NAF Payroll, Data Automation, and Logistics, and etceteras) and identify methods to improve operations. (COMPREHENSION)
- 5.3 Readiness Operations: Each student will relate operational changes to be taken to maximize support during times when base populations are deployed or significantly affected. (APPLICATION)
- a) Identify and predict potential areas of concern
 - b) Summarize methods to successfully adapt operations to deal with areas of concern
 - c) Predict outcomes of modified operations
- 5.4 Key Mission Partnerships: Each student will summarize the key partnerships and relationships the RFMC has with other organizations that promote productivity and efficiencies. (COMPREHENSION)
- a) Explain the need for and benefits of partnering with base and squadron offices,

- including NAFFA, RA, SVS squadron, etc., to best meet mission requirements
 - b) Summarize the processes within the SVS squadron that the Resources Flight plays a critical role, including internal controls, inspections, inventories, construction, and budgets
- 5.5 Private Organizations: Each student shall explain the responsibilities of the RMFC in monitoring private organizations and overseeing operation and compliance.
(COMPREHENSION)
- 5.6 NAF Council: Each student shall describe the purpose of the NAF Council, actions needed to meet requirements, and strategies to obtain optimal results.
(COMPREHENSION)
- 5.7 Special Morale and Welfare Funds: Each student shall describe the purpose of SM&W Funds, actions needed to comply with guidance, and strategies to maximize results.
(COMPREHENSION)
- 5.8 Special Event Financial Management: Each student shall explain the responsibilities of the Resource Management Flight in the successful operations of major base-wide special events to include air shows, picnics, sporting events, and similar events.
(COMPREHENSION)

6 Services Advanced Course SVS 410-CM/B, Community and Business Support Flights

- 6.1 Community Support Programs: Each student will explain the flight chief's role in managing flight operations, and relate methods to successfully deal with special interest areas in each activity. (COMPREHENSION)
- a) Summarize the mission and operation of the flight
 - b) Explain the flight chief's role in managing flight operations
 - c) Identify special interest areas within the flight
 - d) Describe management methods to address special interest areas, and predict outcomes
- 6.2 Business Operations Programs: Each student will explain the flight chief's role in managing flight operations, and relate methods to successfully deal with special interest areas in each activity. (COMPREHENSION)
- a) Summarize the mission and operation of the flight
 - b) Explain the flight chief's role in managing flight operations
 - c) Identify special interest areas within the flight
 - d) Describe management methods to address special interest areas, and predict outcomes

- 6.3 Family Member Programs: Each student will explain the flight chief's role in managing flight operations, and relate methods to successfully deal with special interest areas in each activity. (COMPREHENSION). *Note: Taught based on class composition*
- a) Summarize the mission and operation of the flight
 - b) Explain the flight chief's role in managing flight operations
 - c) Identify special interest areas within the flight
 - i) Explain why the Air Force offers and partially subsidizes child care and youth services for its members
 - ii) Explain how each of the Family Member Programs are funded
 - iii) Give examples of special needs that families may have during periods of deployment
 - iv) Summarize the basic provisions of the Military Child Care Act of 1996 and the Crime Control Act of 1990 and how they impact on family member programs
 - v) Describe the inspections of Family Member Programs that are required by Public Law, DoD policy, and Air Force policy
 - vi) Explain the difference between DoD program certification and national accreditation
 - vii) Describe current initiatives to improve and enhance Family Member Programs
 - viii) Summarize the flight chief's role in ensuring that incidents of child abuse and neglect within the squadron are prevented, identified, and reported
 - d) Describe management methods to address special interest areas, and predict outcomes
- 6.4 Readiness Operations: Each student will explain operational changes to be taken to maximize support during times when base populations are deployed or significantly affected. (COMPREHENSION)
- a) Identify and predict potential areas of concern
 - b) Summarize methods to successfully adapt operations to deal with areas of concern
 - c) Predict outcomes of modified operations
- 6.5 Food and Beverage Management: Each student will describe the flight chief's role in overseeing a food and beverage operation and optimizing results. (COMPREHENSION)
- a) Identify critical areas of Services food and beverage management
 - b) Identify industry trends that may impact your operations
 - c) Explain the tools available to help managers maximize results
- 6.6 Amusement Machine Oversight: Each student will explain the flight chief's role in overseeing amusement machine operations and methods to optimize results. (COMPREHENSION)

- a) Identify key areas in video games operations and methods to optimize results
 - b) Identify key areas in slot machine operations and methods to optimize results
 - c) Explain the flight chief's responsibilities in these two important revenue-generating areas
- 6.7 Membership Focus: Each student will describe methods to increase membership and improve membership benefits. (COMPREHENSION).
- a) Summarize methods used to increase club membership in Services activities to include officers' club, enlisted club, rod & gun club, aero club, and other related activities
 - b) Identify trends the other services and the private sector use to strengthen membership benefits and increase membership

7 Services Advanced Course SVS 410-F, Family Member Programs

- 7.1 Program Mission: Each student will explain the role of the flight in supporting the productivity and economic well-being of Air Force members and civilian personnel. (COMPREHENSION)
- a) Describe the demographics of today's Air Force
 - b) Outline the child and youth services needed by single, dual military, and dual employed families
 - c) Outline the child care and youth services needed by active duty members whose spouses are not employed outside the home
 - d) Explain why the Air Force provides child care and youth programs
 - e) Describe some of the issues Air Force communities face in meeting the needs of teens
 - f) Explain the DoD goal of meeting the child care need
 - g) Give examples of the special requirements for child care during contingencies and explain how the flight can meet these requirements
 - h) Describe the role of the flight programs in meeting the needs of children and youth with special needs
 - i) Explain how the flight programs contribute to parent education
- 7.2 Overall Flight Issues: Each student will explain some of the responsibilities of the flight chief which relate to all of the programs within the flight. (COMPREHENSION)
- a) Describe the role of the flight chief in establishing a vision for the flight
 - b) Identify techniques for achieving flight integration and cohesion
 - c) Summarize the key elements of the flight manpower standard
 - d) Explain strategies for recruiting and selecting key managers
 - e) Give examples of the flight chief's role in mentoring the flight staff

- f) Explain the flight chief's role in the multi-disciplinary team inspection process and comprehensive inspections
 - g) Describe the flight chief's role in relationship to the flight parent advisory committee
 - h) Explain how to utilize program self-assessments as a management tool
 - i) Describe strategies for addressing customer/parent issues such as irate parents, aggressive youth sports participants, and etceteras
 - j) Outline the annual reporting requirements for programs within the flight
- 7.3 Child Development Centers: The student will describe the flight chief's role in ensuring the child development centers operate effectively and efficiently. (COMPREHENSION)
- a) Describe the major requirements of The Military Child Care Act of 1989/96
 - b) Outline the major provisions of DoDI 6060.2, Child Development Programs
 - c) Summarize the requirements of AFI 34-248, Child Development Centers
 - d) Summarize the installation and higher headquarters inspection process for child development centers
 - e) Describe National Association for the Education of Young Children Accreditation
 - f) Outline the major elements of the DoD child development center fee policies
- 7.4 Family Child Care: The student will describe the flight chief's role in ensuring the family child care program operates in a manner that protects the well-being of children and supports families. (COMPREHENSION)
- a) Outline the major requirements for family child care included in DoDI 6060.2, Child Development Programs
 - b) Summarize the requirements in AFI 34-276, Family Child Care Program
 - c) Explain the funding and staffing requirements for the family child care program
 - d) Describe the installation and higher headquarters inspection process for family child care
 - e) Describe the role of the flight chief on the family child care panel and the responsibilities of the panel
 - f) Describe National Association for Family Child Care Accreditation
- 7.5 The Youth Program: The student will demonstrate an understanding of the flight chief's role in ensuring the youth program meets the needs of the base community. (COMPREHENSION)
- a) List the major provisions of the DoD Youth Action Plan
 - b) Outline the major requirements of AFI 34-249, Youth Program
 - c) Explain the relationship between the Air Force Youth Program Standards and the Boys & Girls Clubs of America Commitment to Quality and Self-Evaluation Requirements

- d) Give examples of funding requirements for the youth program and outline possible sources of funding
 - e) Explain why the Youth Program is affiliated with the Boys & Girls Club of America
 - f) Describe the youth program core programs
 - g) Describe current Air Force youth program initiatives
- 7.6 The Youth Sports Program: The student will describe the flight chief's role in ensuring the youth sports program provides a safe, healthy, and positive sports experience for young people. (COMPREHENSION)
- a) Describe the National Youth Sports Standards and explain their relationship to installation youth programs
 - b) Outline the key elements of a youth sports program safety management plan
 - c) Give examples of successful strategies for responding to parent issues within the youth sports program
 - d) Explain the importance of volunteers in the youth sports program
 - e) Explain why a volunteer coaches certification program is important
 - f) Outline the requirements for civilian participation in Air Force youth programs
 - g) Describe the Excellence in Youth Sports Award
- 7.7 The School Age Program: The student will describe the flight chief's role in ensuring school age care is offered effectively and efficiently. (COMPREHENSION)
- a) Outline the major requirements of DoDI.6060.3, School Age Child Care
 - b) List the major provisions of the Air Force school age program policies
 - c) Explain the installation and higher headquarters inspection process for school age programs
 - d) Describe the National Alliance for School Age Programs Accreditation process
 - e) Explain the role of the installation in providing summer programs
- 7.8 The Teen Program: The student will describe the flight chief's role in ensuring the installation is responsive to the needs of the teen members of Air Force families. (COMPREHENSION)
- a) Describe typical commander concerns related to teens
 - b) List the pros and cons of different approaches to providing space for teen activities
 - c) Outline several strategies for obtaining teen input and involvement
 - d) Explain the purpose of the Air Force and DoD Teen Forums
 - e) Describe the Boys & Girls Clubs of America and Air Force Youth of the Year Program
 - f) Describe current Air Force teen initiatives, such as Teen Talent, TRAIL, Aviation Camp, YES, and others

- 7.9 Community Centers: The student will describe the flight chief's role in ensuring the community center supports installation quality of life. (COMPREHENSION)
- a) Explain the mission of the community center
 - b) Explain how the community center is funded and staffed
 - c) Outline the key elements of the Air Force Community Center Standards
 - d) Describe the Congressional Award Program
 - e) Describe the Community Center Trademark Events Program
 - f) Outline the benefits of offering Youth and Family Talent programs
- 7.10 Training and Curriculum Specialists: The student will explain the flight chief's role in ensuring the training and curriculum specialists' duties are performed effectively. (COMPREHENSION)
- a) Describe the duties and responsibilities of the training and curriculum specialists
 - b) Explain how the flight chief should assign responsibilities to the training and curriculum specialists
 - c) Outline effective strategies for supervising training and curriculum specialists
- 7.11 Child Abuse and Neglect Prevention, Identification and Reporting: The student will describe the flight's role in ensuring that children and youth are protected from child abuse and neglect. (COMPREHENSION)
- a) List the major requirements of the Crime Control Act of 1990
 - b) Outline the major requirements of DoDI 1402.3, Criminal History Background Checks
 - c) Explain the strategies for preventing child abuse within each of the flight programs
 - d) Describe the requirements for reporting suspected child abuse and neglect
 - e) Explain why it is important for the flight chief to have an effective working relationship with the base Family Advocacy Office
 - f) Outline the requirements for criminal history background checks on flight employees, contractors, family child care providers, and volunteers
 - g) Explain the procedures that are followed when there are suspected multiple victims
- 7.12 Relationship with Other Organizations: The student will describe the flight chief's role in establishing and maintaining relationships with other agencies and organizations. (COMPREHENSION)
- a) Describe successful strategies for working with the civilian community
 - b) Explain the flight chief's role in relationship to the base Community Action Information Board and Integrated Delivery System
 - c) Explain how the results of the Air Force Community Needs Assessment are used to support the flight's goals
 - d) Describe how the Air Force Aid Society supports Air Force family member programs

- e) Explain the goals of working cooperatively with the Department of Defense Schools and other schools

8 Services Mortuary Affairs Course, SVS 461 (Correspondence)

8.1 Mortuary Program Overview: Each student will explain the Air Force Mortuary Affairs Program. (COMPREHENSION)

- a) Explain the mortuary affairs program segments
- b) Identify the governing instructions for the Mortuary Affairs program
- c) Identify the levels of authority and responsibility for Mortuary Affairs
- d) Explain the duties of a mortuary officer and key players

8.2 Search and Recovery: Each student will comprehend the search and recovery operation process. (COMPREHENSION)

- a) Describe mortuary officer duties and responsibilities related to a search and recovery (S&R) operation preparation, manning, support, and execution
- b) Describe necessary equipment for a S&R operation
- c) Explain proper search and recovery procedures
- d) Describe temporary morgue facility requirements
- e) Define the Air Force identification policy
- f) Describe crucial communications during a S&R operation

8.3 Critical Incident Stress: Each student will understand the nature of critical incident stress and some methods for professionally dealing with critical incident with regard to self and command. (COMPREHENSION)

- a) Define the term critical incident and understand its characteristics
- b) Describe the Critical Incident Stress Debrief process and its goal

8.4 Entitlements: Each student will comprehend the concepts of eligibility for entitlements and the various mortuary entitlements/benefits according to Air Force instructions. (COMPREHENSION)

- a) Determine eligibility of deceased members for mortuary benefits/entitlements
- b) Determine all mortuary entitlements/benefits allowed an eligible member per Air Force instructions
- c) Explain all mortuary entitlements/benefits
- d) Differentiate between the various funding sources
- e) Understand the purpose and mission of an escort
- f) Understand the purpose and mission of a summary court officer

- g) Understand entitlements and eligibility for transportation and travel as they relate to Air Force Mortuary Affairs
- 8.5 Case Management: Each student will explain the follow-up actions required to close a mortuary case. (COMPREHENSION)
- a) Describe mortuary case file management tools
 - b) Describe a mortuary case file and why it is needed
 - c) Describe the documents included in the case file and placement/order
 - d) Define the rules for retention and disposition of records
- 8.6 Wartime/Contingency Mortuary: Each student will comprehend the Air Force wartime mortuary affairs program. (COMPREHENSION)
- a) Describe the AEF concept as it relates to wartime mortuary operations
 - b) Identify mortuary officer responsibilities at a deployed location
- 9 Services Mortuary Affairs Course, SVS 462 (In-Residence)**
- 9.1 Mortuary Program Overview: Each student will comprehend and be able to explain the Air Force Mortuary Affairs Program. (COMPREHENSION)
- a) Explain the mortuary affairs program segments
 - b) Identify the governing directives for the Mortuary Affairs program
 - c) Identify the “key players” in the Mortuary Affairs arena
 - d) Explain the purpose of the Survivor Assistance Program
 - e) Define the criteria to become a mortuary officer
 - f) Explain the duties of a mortuary officer
 - g) Summarize the different types of mortuary contracts and how they are used
- 9.2.1 Psychological Aspects/Critical Incident Stress: Each student will understand the concept of death anxiety and critical incident stress as they relate to an Air Force mortuary officer. (COMPREHENSION)
- a) Explain the concept of death anxiety as related to Air Force mortuary duties
 - b) Summarize the critical attributes/characteristics related to death anxiety
 - c) Differentiate between examples/non-examples of normal anxieties mortuary officers may face
 - d) Describe ways of minimizing death anxiety
 - e) Define the term critical incident and understand its characteristics
 - f) Describe the Critical Incident Stress Debriefing process and its goal
- 9.3 Entitlements: Each student will comprehend and be able to apply the concepts of

eligibility for entitlements and the various mortuary entitlements/benefits according to Air Force instructions. (APPLICATION)

- a) Determine eligibility of deceased members for mortuary benefits/entitlements
- b) Determine all mortuary entitlements/benefits allowed an eligible member per Air Force instructions
- c) Explain all mortuary entitlements/benefits
- d) Differentiate between the various funding sources

9.4 Communications: Each student will understand and apply the key areas of effective communication with the next-of-kin (NOK), higher headquarters, and other base and/or local agencies during a mortuary case. (APPLICATION)

- a) Identify the key unit notifications, including mandatory message traffic
- b) Demonstrate how to determine NOK, when to contact, how to contact and how to brief entitlements
- c) Explain preparations necessary to properly brief NOK
- d) Differentiate the CONUS vs. OCONUS procedures on NOK communications
- e) Describe proper documentation during a mortuary case

9.5 Search and Recovery: Each student will comprehend the search and recovery operation process and the concept of a mass fatality operation. (APPLICATION)

- a) Describe mortuary officer duties and responsibilities related to a search and recovery (S&R) operation preparation and actual execution
- b) Describe necessary equipment for a S&R operation
- c) Explain and demonstrate proper search and recovery procedures
- d) Describe temporary morgue facility requirements
- e) Define the Air Force identification policy
- f) Describe crucial communications during a S&R operation
- g) Understand mass fatality operational procedures
- h) Describe possible impacts of a mass fatality event in relationship to Services functions

9.6 HQAFSVA/SVOM Overview: Each student will explain the Services Agency Mortuary Affairs division and its mission. (COMPREHENSION)

- a) Identify HQAFSVA/SVOM personnel and their function
- b) Describe the various SVOM areas of responsibility
- c) Understand their “assistance to the field” role

9.7 Inspection of Remains: Each student will comprehend the tenets of remains inspection. (COMPREHENSION)

- a) Describe the important factors in remains preparation and inspection
 - b) Describe the proper procedure to wrap fragmented remains
- 9.8 Honor Guard: Each student will summarize the base-level responsibilities of maintaining and executing an base-level Air Force honor guard program. (COMPREHENSION)
- a) Describe base-level honor guard responsibility to the mortuary affairs arena
 - b) Define the mortuary officers responsibility related to honor guard, including manning and training
 - c) Describe honor guard authorized expenditures
 - d) Describe special recognition and incentive programs offered to honor guard units
 - e) Summarize current issues which impact the honor guard program
- 9.9 Case File Administration: Each student will explain the follow-up actions required to close a mortuary case. (COMPREHENSION)
- a) Describe mortuary case file management tools
 - b) Describe a mortuary case file and why it is needed
 - c) Describe the documents included in the case file and placement/order
 - d) Define the rules for retention and disposition of records
- 9.10 Summary Court Officer (SCO): Each student will describe the purpose and mission of a summary court officer. (COMPREHENSION)
- a) Define the duties and responsibilities of an SCO
 - b) Describe the desired characteristics of an SCO
 - c) Describe the mortuary officers' duties with regard to an SCO
- 9.11 Escort: Each student will describe the purpose and mission of an escort. (COMPREHENSION)
- a) Define the two types of escorts
 - b) Define the duties and responsibilities of an escort
 - c) Describe the selection criteria used to determine an escort
 - d) Describe the mortuary officers' duties with regard to escorts
- 9.12 Transportation & Travel: Each student will explain entitlements and eligibility for transportation and travel as they relate to Air Force Mortuary Affairs. (COMPREHENSION)
- a) Determine who is authorized transportation and travel entitlements
 - b) Describe what is authorized for each entitlement
 - c) Describe the various methods of shipment

- d) Differentiate between CONUS vs. OCONUS transportation and travel entitlements and procedures
- 9.13 Contract Funeral Home: Each student will explain the base-level relationship between the Air Force and contract funeral homes. (COMPREHENSION)
 - a) Describe the different areas within a funeral home
 - b) Describe the process and issues of working successfully with a contract funeral home to accomplish the required mortuary duties
 - c) Explain the importance of the contractor's adherence to standards in preparation of remains, facility appearance, casket delivery/appearance, and any NOK interactions
- 9.14 Wartime/Contingency Mortuary: Each student will comprehend the Air Force wartime mortuary affairs program. (COMPREHENSION)
 - a) Describe the AEF concept as it relates to wartime mortuary operations
 - b) Identify mortuary officer responsibilities at deployed locations
- 9.15 Mass Fatality: Each student will understand the concept of a mass fatality operation. (COMPREHENSION)
 - a) Explain mass fatality operational procedures
 - b) Describe possible expectations of a mass fatality event

10 Services Readiness Course, SVS 485

- 10.1 Deployment Process: Each student will demonstrate the deployment planning process. (APPLICATION)
 - a) Summarize the EAF concept and how it applies to Services
 - b) Explain the Prime RIBS program and its relationship to readiness
 - c) Explain the mobility process
 - d) Summarize aspects of pre-deployment planning
 - e) Explain the SORTS program and its importance to deployment planning
 - f) Demonstrate deployment planning using Services wartime planning factors
 - g) Describe contingency contracting procedures
- 10.2 Field Operations: Each student will demonstrate Services field functions. (APPLICATION)
 - a) Explain the imprest fund and field exchange operations
 - b) Summarize contract field food service operation
 - c) Set-up and operate the field food service operation

- d) Explain procedures for field lodging operations
 - e) Explain CE contingency operations
 - f) Summarize the relationship of RED HORSE, ARC forces, and other support agencies in the field
 - g) Describe procedures involved with obtaining resources while deployed
 - h) Explain the set-up and operation of field laundry units
 - i) Explain field recreation and fitness programming
 - j) Demonstrate proper field sanitation practices
 - k) Summarize NAF inventory and accounting principles
 - l) Set-up and operate a field mortuary operation
- 10.3 Command and Control: Each student will demonstrate command and control procedures. (APPLICATION)
- a) Practice command and control for field operations
 - b) Explain command and control for peace time operations
- 10.4 Contingency Environmental Issues: Each student will identify the impact of operations relative to environmental issues. (COMPREHENSION)
- a) Identify potential hazards of Services operations that impact the environment and possible solutions
 - b) Identify appropriate points of contact and how to prevent problems
- 10.5 Contingency Lessons Learned: Each student will relate the benefits of using lessons learned to contingency operations. (COMPREHENSION)
- a) Describe how to apply lessons learned to deployment and field operation scenarios